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1985 Annual Report
Your Department of
Public Welfare
Commonwealth of Massachusetts
Michael S. Dukakis, Governor

Employment

GOVERNMENT DOCUMENT
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"... this is the public declaration - that
the poor of America are not ignored,
not forgotten - that we are willing to
see them, and hear them and act
with them to help them help
themselves ..."

ROBERT F. KENNEDY
(1925-1968)

J U L Y 8

The Move



The Move to Better Office Space

J U L Y
8



On July 8, 1985, after 39 years at 600 Washington Street, the Department of Public Welfare moved half of its administrative staff to 180 Tremont Street, a newly renovated building in Boston's revitalized theatre district. This move has enabled the landlord at 600 Washington Street to renovate space on three floors for the remaining Central Office Staff, and is part of an overall effort to improve the work environment for all Public Welfare employees. Most importantly, this year, a total of 11 local welfare offices were relocated and 9 more were renovated.

Pictured on the cover is the Employment window at 180 Tremont Street which features:

- a picture of Robert F. Kennedy.

- a picture of a welfare recipient who received training as a welder through the Employment and Training CHOICES program.

- a line from one of Robert Kennedy's speeches which reads, "... this is the public declaration—that the poor of America are not ignored, not forgotten, that we are willing to see them, and hear them and act with them to help them help themselves. . ."

The entire window display is an illustration of the Department's mission: to provide basic needs such as food, shelter and clothing, health care and employment services for the Commonwealth's poorest citizens.

Other windows contain photos and quotations from Richard Cardinal Cushing, Eleanor Roosevelt and Melnea Cass. They, like Robert Kennedy, were compassionate local and national figures who were active spokespersons for the poor, and it is in their honor that the windows of the Department of Public Welfare are dedicated. Many passers-by stop at the windows to study them and reflect for a moment.



INCOME: WELFARE VS. WAGES 1985

Income
from
Average
ET
Fulltime
Job
\$9,800

To the Taxpayers of the Commonwealth:

1985 was a year of many important events in the Department of Public Welfare.

1985 was a year of victories. Some of those victories were public, such as achieving the lowest welfare error rate in the history of the Commonwealth, or reaching 23,000 people placed into jobs through our Employment and Training CHOICES (E.T.) program. Other victories were private, such as the personal pride a welfare caseworker feels after helping a homeless family find a place to live, or when a worker in the Medicaid case management screening program succeeds in obtaining the right nursing home for an elderly person.

The business of Public Welfare is not easy. It requires dedication, patience, creativity and compassion. At any one time, half a million people in Massachusetts, or one out of 12, are receiving assistance from the Department of Public Welfare—from mothers with young children to the elderly in nursing homes, from the homeless in shelters across the state to refugees from Southeast Asia.

The achievements of any one year all too often blend together and blur over time, especially when you work as hard as the Welfare Department's staff. So we felt it was important to document the individual events, the moments—the victories that made the past year a success for the Department of Public Welfare.

I hope you find it informative.

Sincerely,

Charles M. Atkins
Commissioner

There were 260 work days in 1985. Some were routine. Others had special significance. This annual report is a series of snapshots of 21 of those days when something out of the ordinary happened.

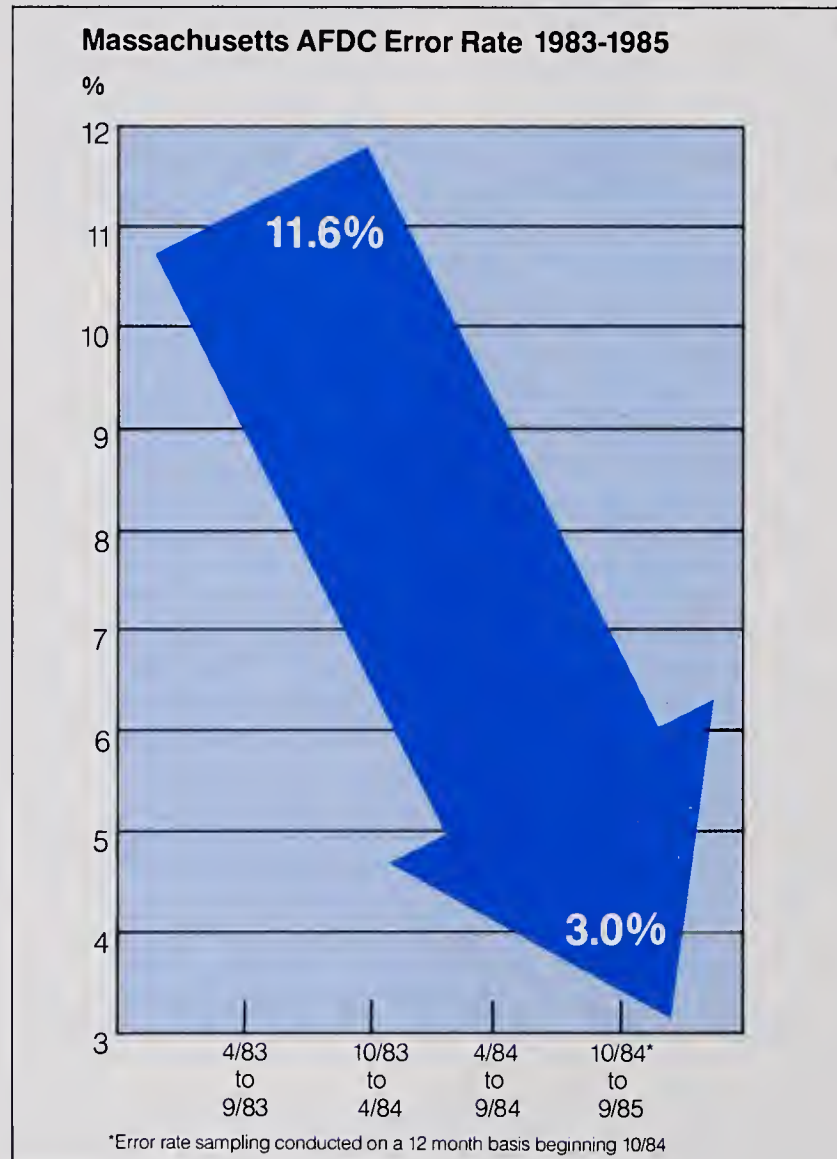
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Welfare Error Rate declines to its lowest level in the Commonwealth's history.

O C T O B E R

1



In 1983, the Commonwealth of Massachusetts had one of the highest error rates in the United States—nearly 12%.

Today, Massachusetts has the opposite distinction. At 3%, the state's AFDC error rate is one of the lowest in the nation and is at its lowest level in the Commonwealth's history.

Error rates in other Department programs have been reduced as well. The Medicaid error rate is 1.2% and errors in Food Stamps have been reduced from 16.6% in 1982 to 6.3% in 1985.



J U N E 21

Jolie Bain Pillsbury, Associate Commissioner for Eligibility Operations was recognized at the annual welfare conference for her work in managing local offices and lowering the error rate.

From left to right are: Pillsbury; Thomas P. Glynn, III, Deputy Commissioner; Ruth Malenka, Director of the Brookline Welfare Office; Philip W. Johnston, Secretary of the Executive Office of Human Services and Charles M. Atkins, Commissioner of the Department of Public Welfare.

In the fall of 1983, Commissioner Charles M. Atkins asked the Welfare Department staff to make the error rate their number one priority. The message came through clearly.

Often called the Achilles Heel of the Welfare Department, the error rate is a measure of the Department's accuracy. It is a symbol of Public Welfare's credibility with Massachusetts taxpayers. Caseworkers in the department understand well that compassion for the poor must go hand-in-hand with accuracy in administering welfare programs.

In 1983, the Dukakis Administration inherited an error rate of nearly 12%. Today, errors in welfare cases have been reduced to 3%. Through hard work and commitment to excellence, Public Welfare employees managed to reduce errors in welfare cases by two-thirds and restore taxpayers' confidence in the department. Their work saved over \$65 million in misspent welfare payments and Federal fines.

And, this year, welfare caseworkers are proudly sporting a new lapel button which reads: "97% perfect".

DECEMBER 31

More than 31 local welfare offices were better than 97% perfect. For example . . .

Grove Hall
1.3%

Ernest Dulin (left) and Joan Henderson (right) help a client apply for benefits.



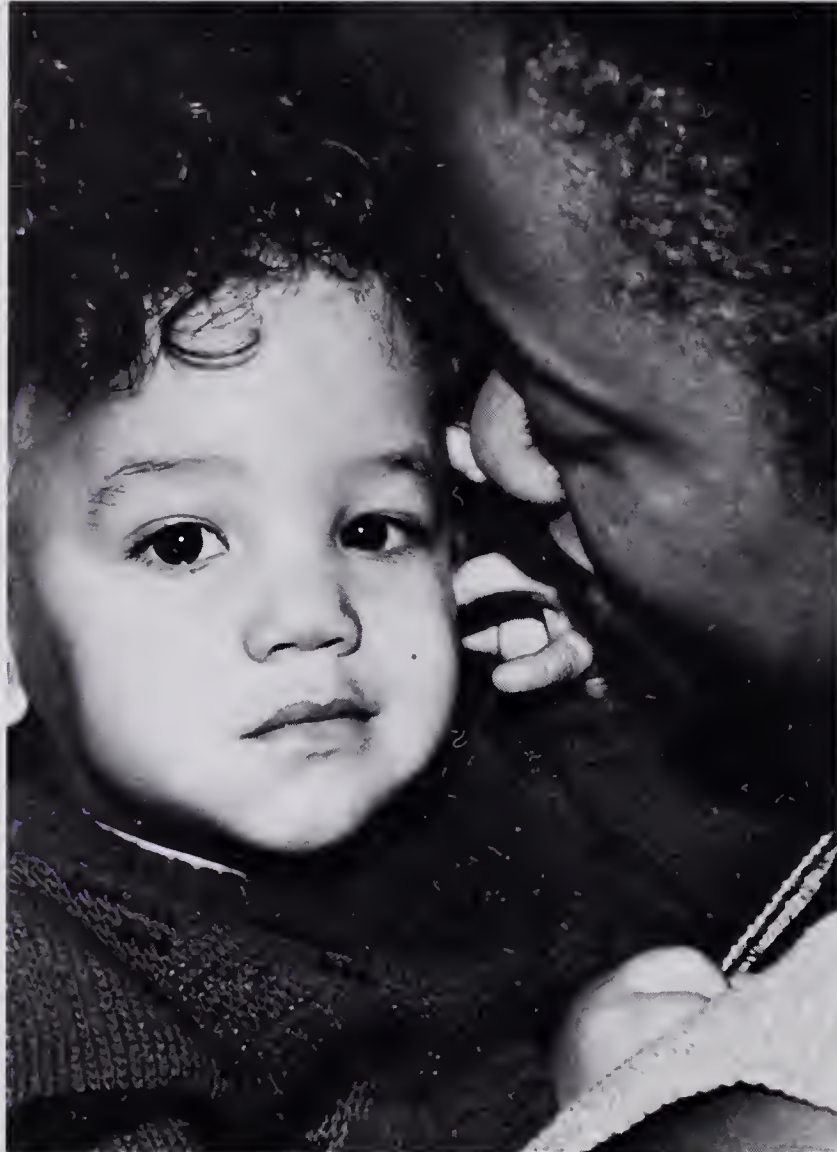
Holyoke
.8%

Front left to right: Joe Mercolino, Elizabeth Brennan. Back Row from left to right: Alex Goncalves, John Harrington, George Skowera, Ceil McAndrew, Peter Vershon, Debbie Holland, Janice Bewsee, Frank Smith.

Child Support collections reach a record \$45 million.

J U N E

30



Approximately 85,000 Massachusetts families receive Aid to Families with Dependent Children, or AFDC. Over 90% of these families are on welfare because one parent, usually the father has either deserted them, divorced the mother or died.

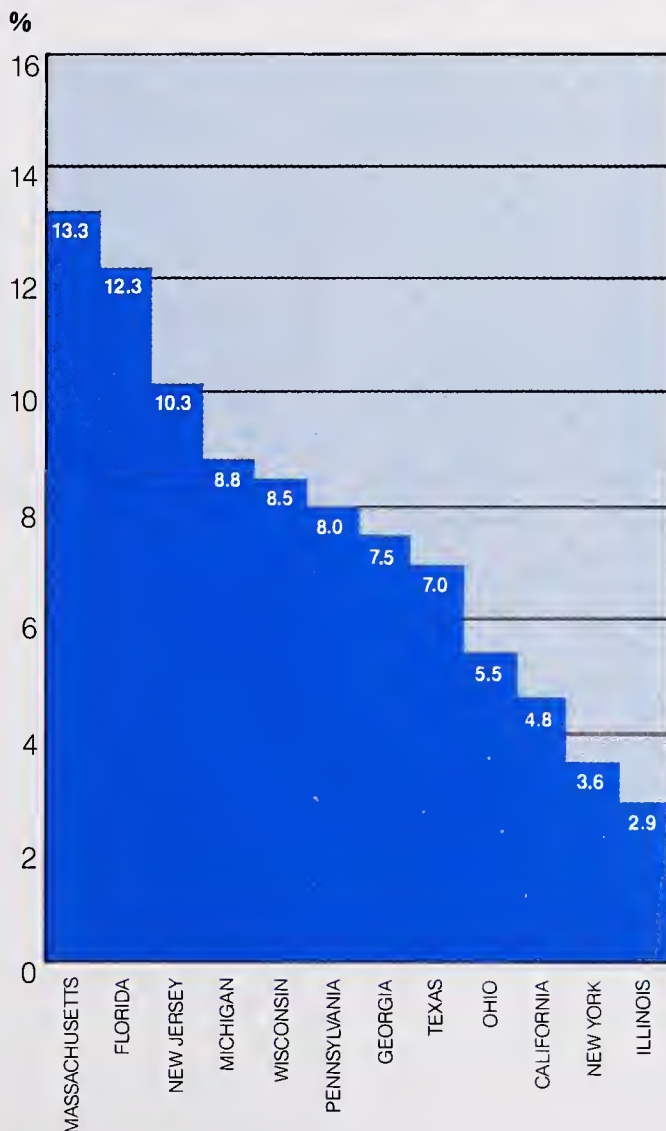
In 1981, according to the Census Bureau, more than 8.4 million American women were raising their children alone.

Approximately half of these women had a child support order from the courts, but 25% received only partial payments or no payments at all.

In 1985, Public Welfare's Child Support enforcement staff collected a record \$45 million dollars from absent fathers whose children are on welfare. This increase puts the Commonwealth within the top ten states nationwide in terms of overall collections, and it was accomplished despite the fact that the number of families on welfare declined to its lowest level in twelve years.

The Department of Public Welfare has garnished 14,000 absent parents' wages, and intercepted 20,000 federal and state tax refunds.

**Child Support Collections as a Percentage of AFDC Costs
Largest Welfare States, Federal Fiscal Year 1984**



Source: 9th Annual Report to Congress
U.S. Department of Health and Human Services

J A N U A R Y 1

Massachusetts began the year ranked first in the nation in its child support collections as a percentage of AFDC costs.

In Fiscal Year 1986, child support collections are expected to reach \$50 million.



N O V E M B E R 30

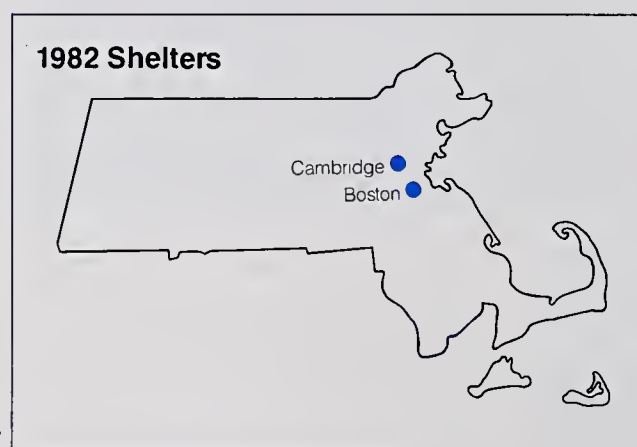
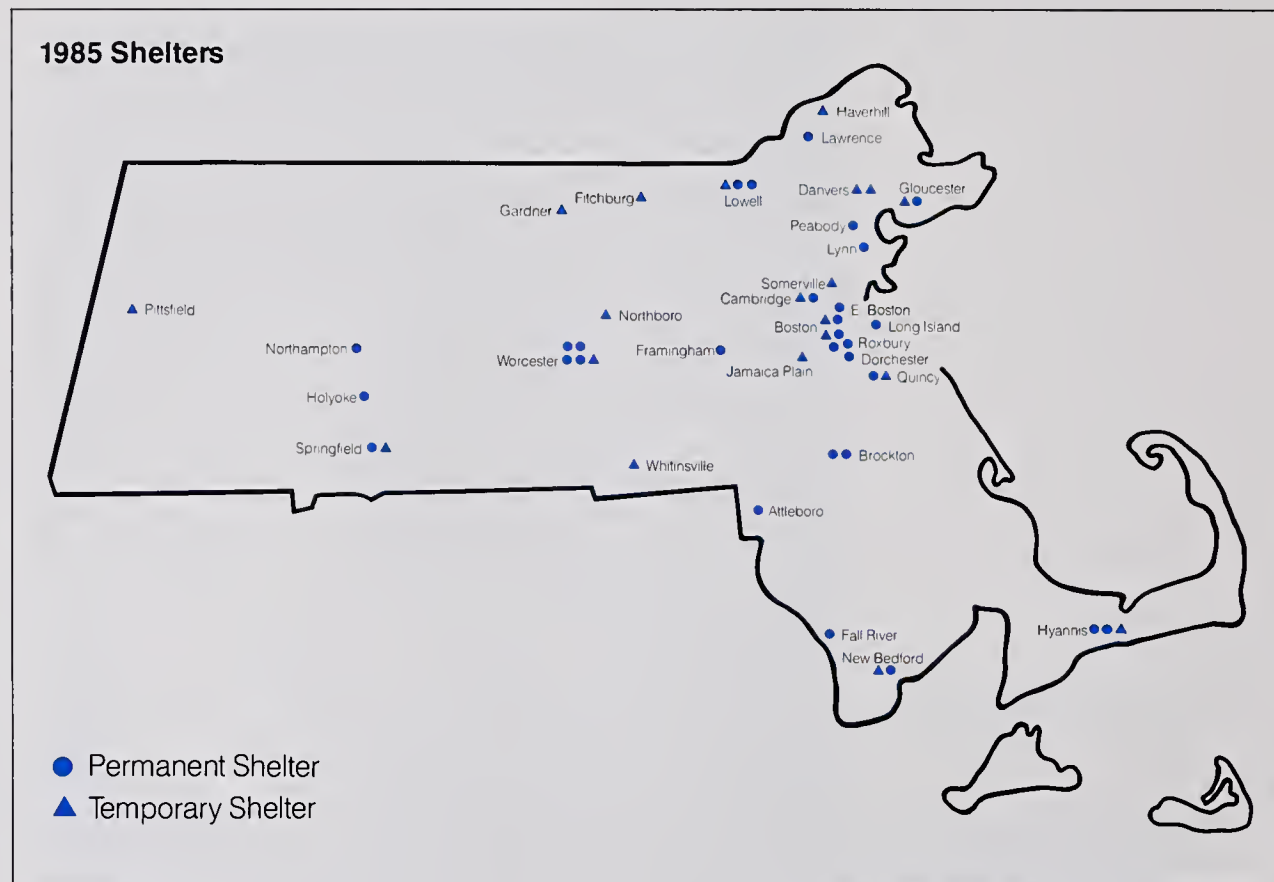
**Somerville welfare office tops
child support collections goal.**

The Somerville Child Support Enforcement Unit collected \$378,282 in the first half of Fiscal Year 1986, a figure which is 17% above its office goal. From left to right are: Florence DiBello, June Santoro, Matthew Slade and Thomas Lavin. Barbara Gray was not available for photo.

Public Welfare funds its 50th homeless shelter.

DECEMBER

16



Three years ago, the Department of Public Welfare funded all of two homeless shelters in the entire state. Both were in the Boston area and both were for homeless individuals.

Today, Public Welfare funds a statewide network of 50 permanent and temporary shelters for families as well as individuals.

In his 1983 inaugural address, Governor Michael S. Dukakis made homelessness a top human services priority. Since then, much work has been done by the Department of Public Welfare.

- A statewide network of 50 permanent and temporary shelters has been set up to help both homeless families and individuals.
- Day programs have been set up in Boston and Salem to provide meals, social services and counseling for homeless individuals. The Boston program serves over 200 people each day.
- Family support services in shelters counsel parents and train them to manage a household.

- With the help of the Department of Social Services, 500 homeless families found permanent housing between July and December of 1985.
- With the cooperation of the Executive Office of Communities and Development, many homeless families have received state 707 housing subsidies and landlord/tenant mediation services.

- Medical services have been improved and expanded for homeless people on General Relief and health services have been targeted to Boston's homeless. During the coming year, over 4,500 individuals are expected to get medical help through this effort.
- The Department's Emergency Assistance program prevented hundreds of families from becoming homeless because through a new law enacted by the legislature, the Department of Public Welfare was able to pay rental, mortgage, fuel and utility arrearages.



DECEMBER 5

Julie Eldredge and her children are not homeless anymore.
Between July and September, caseworkers in the Barnstable welfare office helped more than 100 homeless families find permanent housing on Cape Cod. This kind of concerted effort throughout the Commonwealth reduced the number of homeless families in hotels and motels from a high of 537 in July to less than 350 in December.



Boston Globe Photo

DECEMBER 24

Santa Claus came to Southbridge and Dorchester.
Sometimes, little things make a difference. This year, caseworkers in the Southbridge welfare office and the local Division of Employment Security raised money for a Christmas party for children on public assistance in the area. Toys, games, a visit from Santa, Frostie—and E.T. helped make this Christmas a special one for more than 700 children in the area.

Homeless children in shelters and hotels and motels throughout the state also received a visit from Santa this year. Public Welfare employees donated over 200 toys and delivered them to the children on Christmas Eve.

Medicaid helped Ruth Price celebrate her 73rd birthday in her own home.

J A N U A R Y

21



Ruth Price wears Lifeline, one of many new cost saving alternatives to a nursing home now paid for through the Medicaid program. The beeper keeps Ruth in regular communication with her local hospital and if she needs help, all she has to do is press a button.

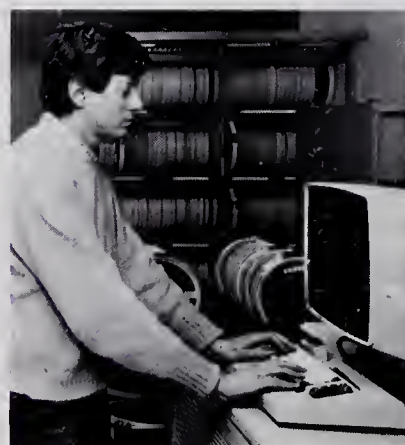


S E P T E M B E R 4

The 1000th welfare client was served at our new Boston City Hospital office.

Over a thousand people were served by the Boston City Hospital Welfare Office last year. The office provides a vital link between welfare offices in Boston neighborhoods, health care clinics and the hospital.

Here, Aida Rayford, the unit supervisor helps a homeless man get medical help.



O C T O B E R 1

Massachusetts Medicaid computer system processed its 34-millionth claim.

Now in its second year, the state-of-the-art Medicaid Management Information System is processing 95% of Medicaid bills within 30 days and saving millions of tax dollars by rejecting claims which are inaccurate, inappropriate or fraudulent.

In its first two years of operation, the computer system saved over \$100 million. As a result, Medicaid costs have risen only 6% per year for the past two years, compared to 10% a year during the previous ten years.

Some 450,000 Massachusetts residents depend upon the Department of Public Welfare's Medicaid program for their health care. Medicaid is the largest single item in the Massachusetts state budget, and although poor women and children make up the majority of Medicaid recipients, half of this one billion dollar a year program goes toward nursing home and chronic care for the elderly. Between 1974 and

1983, Massachusetts Medicaid costs rose an average of 10% per year. That kind of growth has been cut to 6% as a result of automated billing and a state-of-the-art computer system which monitors costs and discovers abuse. With these savings, the Department has been able to invest in creative new programs designed to substitute quality care for costly care.

The new programs include:

- expanded medical benefits for the homeless and recipients of General Relief;

- a health care program called Healthy Start which offers prenatal care to low income women who have no other insurance;

- an array of alternative health care plans for the elderly and families through HMO's;

- improved access to physicians by increasing the number of doctors in the Medicaid program from 8,700 in 1984 to more than 10,800 today.

O C T O B E R 2

The new Medicaid management team is in place.

Carmen Canino, Associate Commissioner for Medicaid (center), meets with Deputy Associate Commissioner Russell Beliveau (left) and Medical Director Dr. Robert Master.



D E C E M B E R 31

The 97,279th child was enrolled in Medicaid's Project Good Health.

Thanks to Project Good Health (PGH), thousands of children and young adults on Medicaid are able to get regular, preventative health check-ups, including nutrition assessments. The number of children enrolled in Project Good Health has increased 161% since 1982 when only 37,297 children participated in the program.

Here, Lynne Karsten, Director of the PGH program visits the Codman Square Health Center in Dorchester where three year old Keon Averett receives his PGH check-up from Dr. Kathleen Graunke. At right is Keon's mother Cheryl.

E.T. phones home from AT & T.

J U L Y

26



From hospitals and insurance companies in Boston to high technology firms in Framingham; from a knitting mill in Fall River to a paper mill in Turner's Falls, businesses throughout Massachusetts are discovering that welfare recipients want to work—and make excellent employees. The Department of Public Welfare's Employment and Training CHOICES (E.T.) program is dispelling the myths about people on public assistance.

More than 8,000 Massachusetts companies have hired E.T. graduates. Winnie Santiago is one of 60 former welfare recipients employed at AT & T in North Andover. She and her daughter had been on welfare for four years before she enrolled in an E.T. training program. Today, Winnie is earning more than \$14,000 per year as an electronic assembler at AT & T.



M A Y 31

Welfare wins Public Employees Roundtable Award.

Some 5,000 state agencies throughout the country were eligible for the first annual Public Service Excellence Award which was given by the Public Employees Roundtable, a national, non-profit organization of employees and managers in the public sector.

Commissioner Charles M. Atkins, along with Associate Commissioner for Employment and Training, Barbara Burke-Tatum and former SEIU local 509 President John Templeton received the award at a ceremony in Washington D.C.

Employment and Training CHOICES, or "E.T.". For welfare recipients, it has become a route out of poverty.

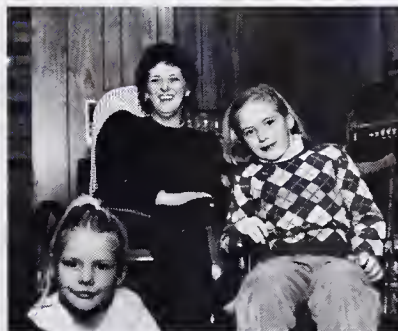
Between the time E.T. began in the fall of 1983, and the end of 1985, 23,000 welfare recipients had entered full or part-time jobs. E.T. will save taxpayers more than \$100 million in welfare benefits and taxes paid this year. On average, the full-time jobs pay more than \$10,000 per year, over twice the average welfare grant. As a result of E.T. and the Massachusetts economy, 1985 saw the number of families on welfare decline to its lowest level in twelve years. In 1985, E.T. offered all welfare recipients throughout the state an unprecedented opportunity for help in finding a job, skills training, education, counseling, daycare and transportation.

E.T. has been recognized as a welfare employment program that works. Every state in the nation has either sent officials to view E.T. firsthand or has requested information on the program. From California to Illinois, a number of states have begun their own welfare employment programs based on E.T.'s premise—that when given the opportunity and the proper support, welfare recipients will choose work over welfare every time.

OCTOBER 1

After fourteen years on welfare, Ruby Sampson became a surgical technician.

Ruby completed a rigorous 44-week E.T. training program at Dimock Community Health Center. While she was in training, E.T. paid for daycare for her youngest child and her transportation back and forth to class each day. Today, Ruby earns over \$14,000 per year as a surgical technician at Brigham and Women's Hospital in Boston.



NOVEMBER 22

Doris Pineo bought a house.

Three and a half years ago, the idea was pretty remote to Doris. She was a welfare mother then, struggling to support two young daughters. A year ago, Doris enrolled in an E.T. training program in Fitchburg. She finished the training, got a job as an electronic technician—and in October married a man she met in the training program. In November, Doris and Art Pineo bought their first home.

An award winning staff . . .

A W A R D S

1 9 8 5

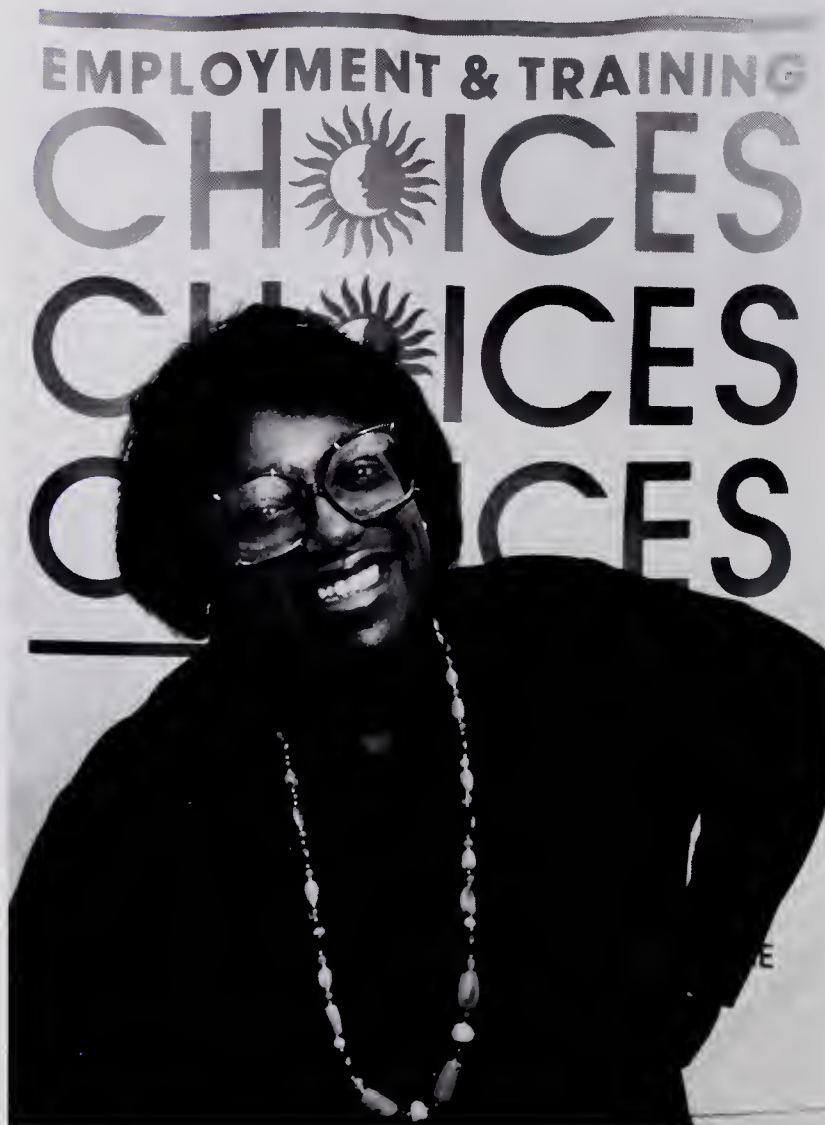
There's an old adage in the private sector that the three most important things in management are people, people and people.

Public Welfare employees are the best. This year, as never before, they were recognized for their accomplishments.

D E C E M B E R 10

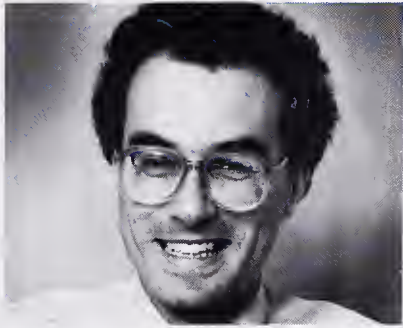
Employees win Performance Recognition Awards, state's highest honors.

The Manuel Carballo Governor's Award for Excellence in Public Service is the highest award Massachusetts state employees may receive. Barbara Burke-Tatum received the award for her management of Public Welfare's Employment and Training CHOICES program, which had placed 23,000 welfare recipients into unsubsidized jobs paying an average of over \$10,000 per year.





1.



2.



3.



4.



5.



6.



7.



8.



9.



10.



11.

Twelve Welfare employees and groups received the Commonwealth Citation for Excellence.

The Commonwealth Citation winners were selected from among 75,000 Massachusetts state employees. It is part of the Commonwealth's Performance Recognition Awards program which is designed to recognize state employees for exemplary work.

1. **Edna Bynoe**
Financial Assistance Social Work Supervisor/Grove Hall Office
2. **Matthew Fishman**
Assistant Commissioner for Budget and Cost Control/Central Office
3. **Gilbert Medeiros**
Financial Assistance Social Work Supervisor/Taunton Office
4. **The Barnstable Welfare Office**
5. **Evelyn Lebron**
Financial Assistance Social Worker/Holyoke Office
6. **John Shirley**
Financial Assistance Social Work Supervisor/Salem Office
7. **Hugh McCabe and the Employment and Training Unit/Lawrence Office**
8. **The Ongoing Payments Unit/Milford Office**
9. **Jane Durland and the Program Assessment Units/Central Office**
10. **Mary Sibbalds**
Special Assistant Medicaid Program/Central Office
11. **Norma Tomkowicz**
Data Entry/Adams Office

Compassion Award Winners

A W A R D S

1 9 8 5

A U G U S T 23

Fifty-one Department of Public Welfare employees received special Compassion Awards.

Chosen from among 5,000 Public Welfare employees, these individuals were honored for their extraordinary commitment to the clients of the Department and their willingness to go the extra mile to help someone in need.

Pauline Cormier, of Attleboro, received a Compassion Award because of her special efforts to help a Cambodian refugee family. She helped them to get furniture and take care of the children, and in appreciation the family named one of their children after Pauline.

Fernando Alves, of Roxbury Crossing, won his award for his actions in helping a battered woman and her three children. The woman was frightened and in trouble and Fernando obtained police protection for the family and personally escorted them to a shelter.



Odette Algarin
Waltham



Carmen Allain
New Bedford



Fernando Alves
Roxbury Crossing



Margaret Baldner
Central Office/Medicaid



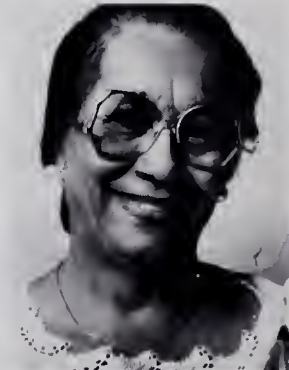
Thomas J. Cavanaugh
Chicopee



Edward Chase
Central Office/
Client Services



Pauline Cormier
Attleboro



Augusta DeSilva
Taunton



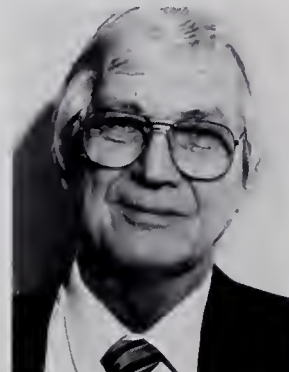
Arline Higgins
Central Office/
Administration



Rosemary Holub
Norwell



Mary Hunt
Lawrence/
Long Term Care Unit



Charles Jackson
Brockton



Margaret Manning
Barnstable



Dorothy Matheson
Acton



Claire McIntire
Central Office/Medicaid



Ruth McKinnon
Central Office/Medicaid



Charlotte Biggs
Central Office/
Administration



Bertha Bolster
Taunton



Rita Caropreso
Pittsfield



Judy Carpineto
Beverly



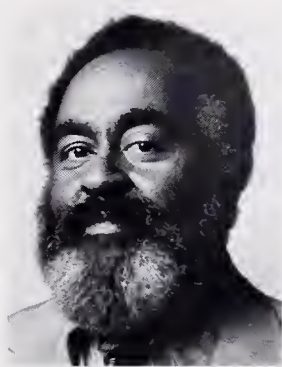
Allyson Carter
Central Office/Employment
and Training Unit



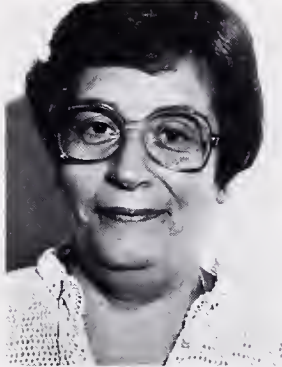
Ann Drew
Norwood



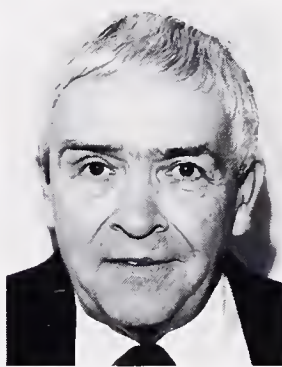
Lucille Duffy
Springfield



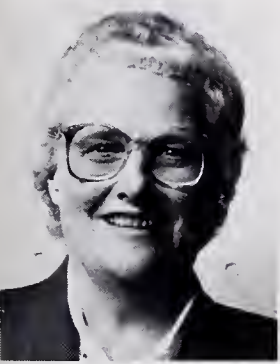
Richard Finnagan
Grove Hall



Isabella Fusco
Central Office/
Eligibility Operations



Thomas Hickson
Northampton



Barbara Johnson
Brookline/Newton



Janet LaPointe
Lowell



Evelyn Lebron
Holyoke



Polina Linatser
Brookline/Newton



Anna Macedo
New Bedford



Stephen McMorrow
Central Office/Research,
Planning and Evaluation



Florence Miranda
Bowdoin Park



Margaret Nogueira
Milford



Richard Pedroli
Central Office/Finance



Inez Powers
Attleboro

Compassion Award Winners

A W A R D S
1 9 8 5



Ruth Rambo
Central Office/Employment
and Training Unit



Dorothy Renaghan
Central Office/
Administration



Maria Rivera
Roxbury Crossing



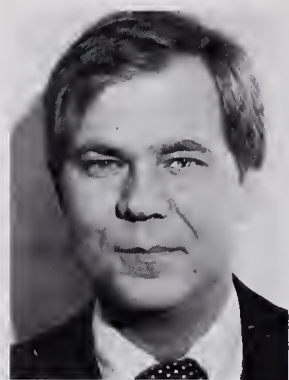
Paul Roderick
Lynn



Carmen Rosa
Southbridge



Barbara Sanborn
Amesbury



John Shirley
Salem



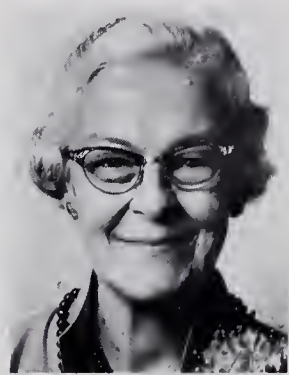
Carol Siemering
Central Office/
Client Services



Joao Silva
Wareham



Teresa Spadea
Brockton



Frieda Wiemers
Greenfield



Robert Wilkinson
Lynn



Cynthia Woods
Fitchburg

Not Pictured
John Denardo
Central Office/Finance
Christine Parent
Lawrence

A D V I S O R Y B O A R D

Dolores Mitchell
Chair

Sara Aronsen
John Battaglino
Robert Clark, Sr.
Linda Creedon
Patricia Eliot
Bernice Gilman
Arnold Gurin
Barbara Harrell
Denise Costa-Haywood
Father Francis Kelley
Mary Lopes
Michelene Ridley Malson
Paul Marks
Monsignor Eugene McNamara
Katherine Mainzer
Jose Perez
Robert Peterkin
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Thalia Tsongas Schlesinger
Eunice Smith
Marie Stackpole
Jacquelyne Vaughan
Deborah Weinstein
Barbara Wishnov
Barbara Zoob

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Charles M. Atkins, Commissioner



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